

Workforce Planning Task Force

July 28, 2010

VISION: Recognizing our workforce as a primary investment, Montana state government will accomplish a cultural change in managing people. In five years, Montana state government will be an employer of choice for all because:

GOAL 1: We align our human resource practices (recruitment, selection, development, and retention) with our mission:

(a) Our recruitment efforts emphasize the benefits of state employment:

- Our work makes a difference.
- State employment offers flexibility to balance work priorities with personal commitments.
- State employment offers training and opportunities to work with advanced technology.
- We provide excellent health coverage, retirement benefits, and a generous leave package.

(b) Our recruitment and selection process is flexible and quick:

- We extend employment opportunities to all people.
- We use a state-wide approach that enables sharing information among agencies.
- We set reasonable minimum qualification requirements.
- We select applicants for jobs within four weeks following the application closing.

(c) We've developed and implemented an ongoing succession plan to identify and train top candidates for advancement:

- We offer on-the-job training opportunities for people to learn the role and responsibilities for managerial and non-managerial jobs.

(d) We've developed and implemented a statewide performance management system:

- We promote ongoing communication.
- We've established Individual performance objectives linked to agency goals.
- We recognize good performers.
- We effectively address poor performers.

GOAL 2: We communicate efficiently and effectively with our workforce, citizens, and policymakers to ensure our goals are mission-driven, realistic, and tied to measurable objectives:

(a) We've developed and implemented an ongoing work planning system, with State Human Resources providing technical assistance to agencies.

(b) We link individual performance plans to agency goals.

(c) We encourage constructive feedback through the chain of command.

GOAL 3: We foster and promote a culture of continual improvement.

(a) A task force of policy makers regularly reviews and recommends improvements to our HR systems and practices.

(b) We rely on objective measurements to evaluate the effectiveness of our HR systems and practices.

NOTE: “Work planning” involves defining the mission and goals of an agency, along with the relationship of the mission and goals to each job in the agency. “Performance management” is an on-going process of setting individual goals and objectives, communicating about progress on them, and including a periodic appraisal.